

IIF Meeting Minutes - 02/04/2009

ATTENDEES:

Carl Simmers, Tery Lizarraga, Carrie Medved, Billie Gibbons, Robert Brouillette, Dennis Decker, Tim Roberts, John Harris, Cathy Culligan, Mike Baer, Robin Miller, Daryl Singleton, Al Carrillo, Rick Smith, Darryl Singleton

I. ISA – Complete assessment: Exercise - synthesize the feedback

A. Adaptive Challenges:

1. Hazard reporting 35% - Feel training is adequate to allow people to work safely.
2. A fewer number of people that live on/off the job view safety as valuable.
3. Not all people feel genuine care and concern.
4. Discussed the nature of zero is attainable. The figure is based upon days away from work. What do we mean by “care and concern”? Keeping people safe, risk management, etc. The survey takers may believe that care and concern mean people as individuals, their lives, etc.
5. Safety is important, however, we have to find a balance between safe practices and profitability.
6. When we address statements of care and concern, what other factors can be involved? Health and well-being, professional satisfaction. Can we move people forward from “have to” to “want to”?
7. Carrie suggested that we focus on a message and try to find ways to market it to different groups by engaging each group individually.
8. How do we take the message and make a distribution on a smaller scale (1 to 6 people) as opposed to attempting to distribute the message from 15 leadership team members to 3,000 individuals.
9. What gets rewarded? Unsafe work practices that get the job done, or safe work that takes longer or goes outside of deadlines?
10. Based up the survey, it seemed that we achieved our goals at the top and the bottom levels, but missed the middle people (second line supervisors etc.). The reasons for this may be because the middle supervisors are the ones who have to enforce rules, and are viewed differently than the bottom or upper level workers.
11. How each of the leadership team members approach care and concern, and whether or not their actual interactions include mixed messages.
12. Time is a factor that prevents people from putting forth the care and concern message – they simply don’t have time in their schedule to put the message out. Try to remember to make yourself available.
13. The organization does not hire based upon care and concern, rather on metrics. That does not mean that the individual cannot modify to adapt to the care and concern attitude.

B. FOR NEXT ISA:

1. Making goals attainable
2. Keep people challenged
3. Experience

C. What is your mission? Helping to shape the culture of the refinery.

1. I want to be safe culture instead of I have to be safe to keep my job – discretionary effort
2. Feeling valued
3. Full enrollment
4. Making people feel connected
5. Put forth positive feedback
6. Make everyone feel connected

D. There was a discussion about how we may create miscommunication to some people because we don’t recognize their motivation. If their motivation is not geared towards our message, they may not enforce the values we are looking to achieve.

E. We should attempt to send a strong message for recognition of correct behaviors. Such as, when someone uses their stop work authority and they get rewarded, this will get around to others and motivate them to internalize the IIF core values.

F. How is the refinery itself perceived – is it considered a great place to work? The people are our greatest asset. We have to create a better environment for our population. There is room for improvement in many areas of the refinery. People are more responsive to change in their behaviors when they believe that they are valued. They base some of their personal value in the environment that they work in. Some of our environments are in need of upgrades.

G. We need to discuss what area we are going to focus on out of the adaptive challenges. How will it be implemented? What do we think we can actually accomplish. The core values from the challenges were feeling connected, positive feedback, feeling valued and strong message for recognition.

H. To improve peoples’ interest in the safety process, use pictures of the group in each group (i.e, maintenance people on maintenance walls on banners).